

# **CITY AUDITOR'S OFFICE**



## **AUDIT OF FIRE AND RESCUE: FIRE INVESTIGATIONS - BOMB SQUAD**

**Report No. CAO 1301-0708-05**

**January 22, 2008**

**RADFORD K. SNELDING, CPA, CIA, CFE**

**CITY AUDITOR**

## TABLE OF CONTENTS

<b>BACKGROUND .....</b>	<b>2</b>
<b>OBJECTIVES .....</b>	<b>2</b>
<b>SCOPE AND METHODOLOGY .....</b>	<b>3</b>
<b>CONCLUSIONS, FINDINGS AND RECOMMENDATIONS .....</b>	<b>3</b>
<b>1. Federal Grant Requirements .....</b>	<b>5</b>
<b>2. Training Documentation .....</b>	<b>6</b>
<b>3. Officer Report Review .....</b>	<b>7</b>
<b>4. Evidence Chain of Custody .....</b>	<b>8</b>
<b>5. Uniform Crime Reporting Program .....</b>	<b>10</b>
<b>6. Arson Incident Performance Indicator.....</b>	<b>12</b>
<b>7. Bomb Squad Response Time Performance Indicator .....</b>	<b>13</b>
<b>Management Response .....</b>	<b>15</b>

**AUDIT OF FIRE AND RESCUE:  
FIRE INVESTIGATIONS – BOMB SQUAD  
CAO 1301-0708-05**

## **BACKGROUND**

Fire Investigations – Bomb Squad (Fire Investigations), a bureau within the City's Fire and Rescue Department, investigates fire incidents within the City of Las Vegas boundaries and is the primary bomb squad for Clark, Nye, and Lincoln counties. Fire Investigations includes thirteen members consisting of a unit commander and twelve fire investigators (investigators).

The investigators attend training to become certified as Nevada peace officers. This certification allows them to operate with full law enforcement powers. Fire Investigations investigates fires or explosions:

- resulting in the loss of more than \$50,000 from accidental causes,
- resulting in personal injury requiring transport to a medical facility or resulting in death,
- where a crime of arson is suspected, and
- involving property owned by the City of Las Vegas.

Fire Investigations is also a Federal Bureau of Investigations (FBI) accredited bomb squad. One of the requirements to be qualified as an accredited bomb squad is that two members of the organization must complete the FBI administered bomb technician training. All members of Fire Investigations have attended this training and are FBI certified Bomb Technicians. Fire Investigations responds to all explosive and improvised explosive device incidents to mitigate the public safety threat in Southern Nevada.

## **OBJECTIVES**

The audit objectives were to ensure that:

- Federal grant requirements are being met.
- Training requirements are being met.
- Investigation case files are consistently maintained.
- Proper chain of custody for evidence is maintained.
- Appropriate access and security over assets are in place.
- Performance indicators are accurately calculated.

## SCOPE AND METHODOLOGY

The scope of the audit was limited to reviewing the functions of Fire Investigations. Unless identified otherwise, activity from January 2005 through December 2006 is included. The last day of fieldwork was August 28, 2007.

The scope of our work on internal control was limited to the controls within the context of the audit objectives and the scope of the audit.

Our audit methodology included:

- Research of applicable guidelines
- Interviews of personnel
- Observations of work processes
- Analysis and detail testing of available data

We conducted this performance audit in accordance with generally accepted government auditing standards except for the requirement for an external peer review every three years. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

## CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

We noted the following:

- ***Federal Grant Requirements (Finding 1):*** Fire Investigations is generally in compliance with Federal grant requirements. Recommendations were made to improve Federal grand funded equipment property records.
- ***Training Requirements (Finding 2):*** Fire Investigations generally met training requirements. Recommendations were made to ensure peace officer training records are retained.
- ***Investigation Case Files (Finding 3):*** Fire Investigations generally maintained investigation case files in a consistent manner. Exceptions were noted with the practice of investigators not signing the Officer Reports they completed and senior investigator signatures attesting to their review.
- ***Evidence Chain of Custody (Finding 4):*** Improvements need to be made in the handling and documentation of evidence.
- ***Access and Security over Assets:*** Fire Investigations maintains appropriate access and security over assets.
- ***Performance Indicators (Findings 5, 6):*** Fire Investigations generally calculates the percentage of arson incidents cleared by arrest for Uniform Crime Reporting correctly. Recommendations were made to improve the collection of data and calculation of the

performance indicator for arson investigations. (Finding 7): Fire Investigations does not currently track bomb squad response times. An analysis was completed and recommendations made to provide useful bomb squad response time information.

Further information is contained in the sections below.

## **1. Federal Grant Requirements**

### **Criteria**

Fire Investigations received Federal Homeland Security grant funding in 2005 that was used to purchase equipment to support the operation of the bomb squad. According to the 2005 Program Guidance and Application Kit, recipients of the 2005 Homeland Security grant awards are required to be in compliance with 28 Code of Federal Regulation (CFR) Part 66. Included in the requirements are specific guidelines that must be followed relating to equipment purchased with Federal grant funding.

*28CFR 66.32 (d) (1) Property records must be maintained to include:*

- *The source of property*
- *Who holds title*
- *Percentage of Federal participation in the cost of the property*

### **Condition**

A review of Fire Investigations equipment property records for equipment purchased with 2005 Federal grant funding showed that the property records did not include the following:

- The source of property
- Who holds title
- Percentage of Federal participation in the cost of the property

### **Cause**

Lack of familiarity with 28 CFR 66 requirements.

### **Effect**

Noncompliance with Federal grant requirements could potentially result in the loss of Federal grant awards.

### **Recommendation**

Fire Investigations should modify their property records for equipment purchased with Federal grant funding to include the source of the property, who holds title, and the percentage of Federal participation in the cost of the property.

## **2. Training Documentation**

### **Criteria**

Pursuant to Nevada Revised Statute (NRS) 266.310, the City Council can designate arson investigators as peace officers. All of the investigators are certified as Nevada peace officers.

Annually, peace officers are required to complete 24 hours of in-service training to maintain their certification in accordance with Nevada Administrative Code 289.230. Fire Investigations submits a Peace Officers' Standards and Training (P.O.S.T.) Individual Training Report to the Nevada P.O.S.T. Commission attesting that the required training was completed.

Evidence that required training has been completed should be maintained and summarized in department training records. Fire Investigations inputs their training into the Fire and Rescue training database. A report called the Training Summary can be printed that lists all the training each investigator attends.

### **Condition**

The Training Summary for the 13 investigators of Fire Investigations for calendar years 2005 and 2006 were reviewed. The review consisted of verifying that the minimum training requirements for peace officers were documented. The following exceptions were noted during the review:

- 2005: the completion of 3 training requirements was not documented in the Training Summary.
- 2006: the completion of 16 training requirements was not documented in the Training Summary.

For the training requirements not listed in the Training Summary, Fire Investigations was requested to provide documentation to support that the investigators attended the training. The supporting documentation included course certificates, course sign-in sheets or fire arms qualification logs. Supporting documentation was located for all 19 unrecorded training requirements.

### **Cause**

Each investigator maintains their training documentation and enters the training in Fire and Rescue's training database. The input of training into the training database was not verified.

### **Effect**

Inability to support completion of required training.

## Recommendation

To ensure that training records provide adequate support for training taken, Fire Investigations should:

- Assign one individual to input all training taken into the Fire and Rescue training database.
- Instruct investigators to obtain and submit copies of supporting documentation for all training taken.
- File and maintain supporting documentation in a central location.
- Before preparing the annual P.O.S.T. Individual Training Report, reconcile the training records and supporting documentation to ensure that the required peace officer training records have been retained.

## 3. Officer Report Review

### Criteria

#### ***SOP 600.10 Part III Policy***

***A. It is the policy of the Bureau of Fire Investigations – Bomb Squad to complete a formal written report for the following reportable incidents.***

- 1. Investigators respond to any fire or explosion that has resulted in the loss of more than fifty thousand (\$50,000) dollars in real or personal property.*
- 2. Investigators respond to any fire or explosion that results in personal injury requiring transport to a medical facility, or in the death of a human being regardless of whether the cause of such fire or explosion is accidental, incendiary or undetermined.*
- 3. Investigators respond to any fire or explosion that has resulted from a crime of arson, or Investigators without responding to any fire or explosion, have received information from a victim or an Incident Commander regarding a crime of arson.*
- 4. Investigators respond and investigate any fire or explosion that has the cause determination or undetermined regardless of damage costs.*
- 5. Investigators respond and investigate incendiary fires committed by juveniles. There are separate guidelines in SOP 600.75 regarding the documentation of juvenile fires and the Southern Nevada Juvenile Firesetter Program.*
- 6. Investigators respond to any fire or explosion involving property owned by the City of Las Vegas.*

***B. The basic investigative report used by the Bureau is the Officer's Report.***

- 1. An Officer's Report is mandatory in each for the above-listed situations #1 through #6.***

Criminal cases forwarded to the Clark County District Attorney's Office for prosecution require that certain documents be submitted. Any Officer Reports (Report) completed by investigators are required to be included in this submittal. The current practice is for investigators to sign all

Reports they complete and for senior investigators to sign all Reports that they have reviewed. Properly completed and reviewed Reports with appropriate signatures provide for a stronger form of evidence than Reports missing applicable signatures.

### **Condition**

Investigators prepare and sign Reports for their investigations. Senior investigators review the content of the Report completed by other investigators. Twenty-four arson investigation incident files from calendar year 2006 were selected for testing during audit fieldwork. This review included 28 Reports. The results of the review showed that 3 of 28 or 10.7 percent of the Reports were not signed by the investigator and two of these Reports did not include the senior investigators' signature.

### **Cause**

- Written procedures do not specifically indicate that Reports should be signed by the investigator who completed the Report and under what circumstances senior investigators should review and sign Reports completed by other investigators.
- Investigator oversight.

### **Effect**

Criminal cases submitted to the Clark County District Attorney that include Reports with missing signature lines prove for a weaker case when presented in court.

### **Recommendation**

Fire Investigations is in the process of converting to FireFiles software for their investigation case files. With this conversion, Fire Investigations intends to use electronic signatures for their Officer Reports. Fire Investigations should update their procedures to include specific guidelines on signing and reviewing Officer Reports. Once the procedures have been updated, investigators should be instructed of these procedures.

## **4. Evidence Chain of Custody**

### **Criteria**

The documented chain of custody establishes the security and integrity of evidence by showing that evidence was not tampered with or otherwise altered since it was first collected. Fire Investigations has established the following procedures to ensure evidence integrity:

***SOP 600.85 Evidence Procedures***

***III Policy: Q. Evidence Containers***

- Once collected, physical evidence should be placed and stored in an appropriate evidence container. Like the collection of physical evidence itself, the selection of an appropriate evidence container also depends on the physical state, physical characteristics, fragility, and volatility of the physical evidence. The evidence container should preserve the integrity of the evidence and prevent any change to, or contamination of, the evidence.

***IV. Procedures***

- An Evidence Impound Report will be completed whenever evidence is impounded. (Part A)
- An investigator who locates any item of physical evidence will be responsible for properly packaging, documenting, and securing such evidence. (Part B)
- Place the evidence in the appropriate size evidence bag or envelope after completely filling out the pertinent spaces regarding the item(s) on the bag or envelope. (Part E)
- Evidence seals are to be affixed to every package containing items of evidence. If multiple items are contained in a package, only the outer package needs to be sealed with an evidence seal. (Part H.)
- Evidence bags will be folded and stapled across the top or open end. The resulting flap will then be sealed with evidence seal tape, marked as noted. (Part J)

**Condition**

- The incident case files reviewed in Finding Number 2 were selected to ascertain whether the chain of custody of evidence was maintained. Evidence was collected in 10 of 24 incidents and included 25 evidence containers. Testing procedures included tracing the evidence as documented on the Evidence Impound Report to the label on the appropriate evidence container. The following exceptions were noted during this test:
  - A piece of evidence was located in an open brown paper bag that was not labeled.
  - A piece of evidence was not located.
  - Two pieces of evidence with the same description were located in brown paper bags that were not labeled or sealed.
- An additional test was performed by randomly selecting evidence containers in the evidence room for 10 incidents from calendar years 2005 through 2007. This test included tracing from the label on the evidence container to the Evidence Impound Report in the case file. We were not able to locate the Evidence Impound Report for 1 of 10 incidents.
- The following issues were noted during the observation of the evidence room:
  - Two brown paper bags were stored that included evidence seals but were not labeled.
  - An evidence container with an evidence seal over the top of the can was stored that was not properly sealed and not labeled.

- Six open brown paper bags were stored that appeared to be holding evidence; however, they were not sealed or labeled.
- The evidence room is also used to store supplies.
- A systematic process is not in place to destroy evidence. Therefore, evidence is stored for incidents in which the statute of limitations has expired.
- A comprehensive list of all evidence is not maintained.

### **Cause**

- Limited space for the storage of evidence.
- Failure to follow Fire Investigations Evidence Chain of Custody Procedures.

### **Effect**

If the chain of custody of evidence from initial collection until presented in a court of law is not preserved, evidence could be deemed to be inadmissible when presented during court proceedings.

### **Recommendation**

Fire Investigations should complete the following to ensure the chain of custody for evidence has been properly documented and secured:

- Investigators should be reminded of the importance of adhering to existing policies and procedures relating to the proper handling of evidence.
- Compliance with the policies and procedures for collecting and storing of evidence should be periodically tested to ensure continual compliance with the proper handling of evidence.
- Supplies stored in the evidence room should be relocated to another location to ensure that the evidence room has restricted access.
- Periodically, a systematic evaluation should be completed to determine whether evidence can be destroyed or returned to the owner. Once proper authorization is obtained and documented, the evidence should be destroyed or released.
- A comprehensive inventory of all stored evidence should be completed and maintained.

## **5. Uniform Crime Reporting Program**

### **Criteria**

The Nevada Department of Public Safety (Public Safety) gathers Uniform Crime Reporting (UCR) statistics from approximately 35 agencies. This authority is granted by NRS 179A.078.

Public Safety publishes the “Crime and Justice” annual report and forwards the results to the FBI for inclusion in national statistics.

UCR statistics should accurately reflect all arson incidents and any associated clearance information to ensure reliable crime statistics with Fire Investigations, the State of Nevada, and the FBI.

### **Condition**

Fire Investigations reports their arson crime statistics monthly to Public Safety as part of UCR and is requested to certify the accuracy of their reporting.

A review of Fire Investigations internal 2006 arson crime records showed the following differences when compared to the cases reported to the State of Nevada for UCR Reporting purposes:

	<b>Total Arson Incident Cases</b>	<b>Adult Cases Cleared</b>	<b>Juvenile Cases Cleared</b>	<b>Percentage of Cases Cleared</b>
Per UCR Report	83	11	3	16.87 %
Per Audit Testing	87	12	5	19.54 %
Under Reported	4	1	2	

Additional testing was completed on the January through May 2007 arson cases showed the following difference:

	<b>Total Arson Incident Cases</b>	<b>Adult Cases Cleared</b>	<b>Juvenile Cases Cleared</b>	<b>Percentage of Cases Cleared</b>
Per UCR Report	38	2	4	15.79 %
Per Audit Testing	38	3	4	18.42 %
Under Reported	0	1	0	

### **Cause**

The calculation of the monthly UCR statistics is a manual process.

### **Effect**

Inaccurate reporting to the State of Nevada and the FBI.

### **Recommendation**

Fire Investigations should report these discrepancies to Public Safety.

Fire Investigations is in the process of converting to FireFiles software for their investigation case files. The software features report creation capabilities that will enable them to produce performance reports relating to their cases. Fire Investigations should test the accuracy of the FireFiles performance reports by calculating their manual arson statistics and comparing the results to arson statistics reports generated by FireFiles. Any differences between the two reporting systems should be reconciled and issues with the FireFiles reports should be resolved. Once it has been determined that the FireFiles reports accurately represent arson statistics, Fire Investigations can completely convert to the FireFiles performance reporting process.

## 6. Arson Incident Performance Indicator

### Criteria

Internally tracked performance indicators should accurately reflect Fire Investigations' activity.

### Condition

The City of Las Vegas recently adopted a performance based budgeting process. Fire and Rescue included *the percentage of arson incidents cleared by arrest* as one of their indicators. As noted in the previous finding, Fire Investigations already tracks their arson incidents as part of UCR. In addition, they have summarized their annual arson incidents cleared by arrest since 1996. The process also includes comparing their clearance rate to the FBI statistics for cities with a population of 250,000 to 499,999. The 1996 through 2005 statistics for Fire Investigations, the State of Nevada, and the FBI arson incidents are as follows:

Fire Investigations				State of Nevada Approximately 35 Agencies			FBI Cities with population of 250,000 to 499,999	
Year	Offenses	Cleared	% Cleared	Offenses	Cleared	% Cleared	Offenses	% Cleared
2005	111	28	25.23%	777	118	15.19%	6,634	11.80%
2004	66	6	9.09%	692	80	11.56%	6,553	10.10%
2003	75	18	24.00%	573	75	13.09%	6,696	10.10%
2002	132	17	12.88%	630	99	15.71%	8,102	10.60%
2001	125	16	12.80%	536	95	17.72%	8,030	11.70%
2000	96	20	20.83%	581	57	9.81%	8,234	14.40%
1999	140	32	22.86%	624	99	15.87%	8,326	15.50%
1998	157	39	24.84%	667	94	14.09%	8,339	15.40%
1997	174	42	24.14%	729	133	18.24%	10,050	15.30%
1996	161	55	34.16%	717	136	18.97%	10,721	15.70%
Totals	1,237	273	22.07%	6,526	986	15.11%		

Note: At the time of audit fieldwork, 2006 FBI final figures were not available. In addition, the FBI data does not include the number of clearances; therefore, we could not calculate the 10 year average for national clearances.

In reviewing Fire Investigations' calculations, we noted the following errors with the summarized arson figures:

- Fire Investigations' calendar year 2000 percentage cleared was not calculated correctly. The percentage listed was 15 percent and should have been 20.83 percent. (The percentage was corrected in the above table.)
- Fire Investigations figures used in summarized arson incidents for calendar years 2006 and 2007 were reversed.
- Fire Investigation calculated the twelve year clearance percentage for the period of 1996 through May 2007 as 20.50 percent using an average of the percentages instead of calculating a single average for the entire period.
- After adjusting for the above errors, the actual percentage for this period is 21.97 percent.

#### **Cause**

Clerical errors.

#### **Effect**

Inaccurate reporting of arson clearances.

#### **Recommendation**

Fire Investigations should adjust the errors noted above relating to the *summarized annual arson incidents cleared by arrest statistics*. In addition, the multi-year arson clearance percentage should be calculated using a single average for the entire period.

## **7. Bomb Squad Response Time Performance Indicator**

#### **Criteria**

Internally tracked performance indicators should accurately reflect Fire Investigations' activity.

#### **Condition**

The City of Las Vegas recently adopted a performance based budgeting process. Fire and Rescue included the *percentage of incidents the bomb squad arrived at within 15 minutes from*

***notification of responders*** as one of their indicators. Fire Investigations does not currently track bomb response times and requested that this indicator be reviewed during audit fieldwork. To review bomb squad response times, queries for calendar year 2006 were created from the Fire and Rescue Dispatch system (Dispatch). Fire Investigations records their call activity in a manual log. To ascertain the reliability of the queries, the bomb call incidents listed in the queries were compared to the manual log. An analysis of the queries showed that:

- The response times for all investigators that responded to each incident were included rather than just the first responder. Typically, more than one investigator responds to bomb calls. The first investigator to arrive at the scene begins the process to mitigate the public safety hazard.
- The geographic locations of the incidents were not considered. Fire Investigations' jurisdiction includes all of Clark, Nye, and Lincoln Counties. Realistic response time requirements should factor in the call origination location.
- The level of public safety risk associated with the calls was not considered.
- Investigators may not have always immediately notified Dispatch of their on-scene arrival time.

### **Cause**

Recently implemented performance indicator not previously monitored.

### **Effect**

Applying the same criteria (15 minute response time requirement) to all bomb calls does not accurately reflect the performance of Fire Investigations.

### **Recommendation**

To provide useful bomb squad response information, the bomb squad response time reporting should include the following:

- Include only the response time for the first investigator who responds to each incident,
- Establish response time areas based upon specific geographical areas and separately report response times for each area,
- Track calls that represent a public safety hazard for which immediate response is critical. Separately report these critical calls from non-critical calls, and
- Reinforce the need for investigators to notify Dispatch of their on-scene arrival time.

## **Management Response**

### **1. Federal Grant Requirements**

#### **Recommendation:**

Fire Investigations should modify their property records for equipment purchased with Federal grant funding to include the source of the property, who holds title, and the percentage of Federal participation in the cost of the property.

#### **Management Action Plan:**

The property records for the Bureau of Fire Investigations Bomb Squad is located on a Unit only internal Excel Spreadsheet and will be adjusted to reflect source of property (UASI, SHSP) etc., holder of title and percentage of federal participation. This is just a matter of data input to an already existing database.

#### **Estimated Date of Completion:**

30 June 2008

### **2. Training Documentation**

#### **Recommendation:**

To ensure that training records provide adequate support for training taken, Fire Investigations should:

- Assign one individual to input all training taken into the Fire and Rescue training database.
- Instruct investigators to obtain and submit copies of supporting documentation for all training taken.
- File and maintain supporting documentation in a central location.
- Before preparing the annual P.O.S.T. Individual Training Report, reconcile the training records and supporting documentation to ensure that the required peace officer training records have been retained.

#### **Management Plan of Action:**

One individual has already been assigned to input all training which is now the secretary of the Unit. Individual Training certificates will be forwarded to the Unit secretary and held in a notebook binder for the calendar year. The reconciliation of records is available through the

RMS database and will be reconciled at year end. Note: This Unit has budgeted for a full time Training Officer for the Unit for the last 4 years. In addition to other duties, that position would greatly assist in following the above recommendations.

**Estimated Date of Completion:**

30 June 2008

### **3. Officer Report Review**

**Recommendation:**

Fire Investigations is in the process of converting to FireFiles software for their investigation case files. With this conversion, Fire Investigations intends to use electronic signatures for their Officer Reports. Fire Investigations should update their procedures to include specific guidelines on signing and reviewing Officer Reports. Once the procedures have been updated, investigators should be instructed of these procedures.

**Management Action Plan:**

Standard Operating Procedures for Report Signature will be implemented. Firefiles currently allows electronic signatures and a revision of the Standard Operating Procedure will reflect this.

**Estimated Date of Completion:**

30 June 2008

### **4. Evidence Chain of Custody**

**Recommendation:**

Fire Investigations should complete the following to ensure the chain of custody for evidence has been properly documented and secured:

- Investigators should be reminded of the importance of adhering to existing policies and procedures relating to the proper handling of evidence.
- Compliance with the policies and procedures for collecting and storing of evidence should be periodically tested to ensure continual compliance with the proper handling of evidence.
- Supplies stored in the evidence room should be relocated to another location to ensure that the evidence room has restricted access.

- Periodically, a systematic evaluation should be completed to determine whether evidence can be destroyed or returned to the owner. Once proper authorization is obtained and documented, the evidence should be destroyed or released.
- A comprehensive inventory of all stored evidence should be completed and maintained.

**Management Action Plan:**

A Memorandum will be drafted to remind Unit personnel about evidence procedures. Supplies from the evidence room will be removed when the renovation of Station 8 has concluded and those supplies can be moved. The evidence room will then remain a stand alone room specifically for evidence. Firefiles has the capability to track all evidence, however an Excel Spreadsheet will be developed to support all evidence in existence and track its location. An evidence evaluation/destruction plan will be developed to occur annually. It should be noted that probably 99% of evidence held is in the form of fire debris. The Unit does not collect firearms, jewelry, money, or other tangible items except for perhaps clothing that may identify a suspect.

**Estimated Date of Completion:**

30 June 2008

**5. Uniform Crime Reporting Program:**

**Recommendation:**

Fire Investigations should report these discrepancies to Public Safety.

Fire Investigations is in the process of converting to FireFiles software for their investigation case files. The software features report creation capabilities that will enable them to produce performance reports relating to their cases. Fire Investigations should test the accuracy of the FireFiles performance reports by calculating their manual arson statistics and comparing the results to arson statistics reports generated by FireFiles. Any differences between the two reporting systems should be reconciled and issues with the FireFiles reports should be resolved. Once it has been determined that the FireFiles reports accurately represent arson statistics, Fire Investigations can completely convert to the FireFiles performance reporting process.

**Management Action Plan:**

The Firefiles monthly report query program is being built and awaiting upgrade. Manual statistics will continue with a careful reconciliation regarding end of the month data.

**Estimated Date of Completion:**

30 June 2008

## **6. Arson Incident Performance Indicator:**

### **Recommendation:**

Fire Investigations should adjust the errors noted above relating to the *summarized annual arson incidents cleared by arrest statistics*. In addition, the multi-year arson clearance percentage should be calculated using a single average for the entire period.

### **Management Action Plan:**

Any discrepancies in the UCR Data will be reported to the Department of Public Safety.

### **Estimated Date of Completion:**

30 June 2008

## **7. Bomb Squad Response Time Performance Indicator:**

### **Recommendation:**

To provide useful bomb squad response information, the bomb squad response time reporting should include the following:

- Include only the response time for the first investigator who responds to each incident,
- Establish response time areas based upon specific geographical areas and separately report response times for each area,
- Track calls that represent a public safety hazard for which immediate response is critical. Separately report these critical calls from non-critical calls, and
- Reinforce the need for investigators to notify Dispatch of their on-scene arrival time.

### **Management Action Plan:**

Will develop a policy for that reflects emergency and non emergency responses for the bomb squad that will include coding for the Fire Alarm Office which will be built into the C.A.D.

### **Estimated Date of Completion:**

30 June 2008